



**CALIFORNIA  
HIGH-SPEED RAIL  
AUTHORITY**

# **California High-Speed Rail Authority Strategic Plan**

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*2010 through 2013*

## Strategic Plan Key

<i><b>Plan Component</b></i>	<i><b>Definition</b></i>
<b>Mission</b>	Our organization's unique purpose and reason for being
<b>Vision</b>	Our ultimate aspirations for this organization's future impact
<b>Values</b>	Guiding principles that our organization will strive to live by
<b>Goals</b>	The general direction our organization will take to address strategic issues
<b>Objectives</b>	Specific outcomes associated with each goal
<b>Performance Measures</b>	Time-bound and measurable indicators that we are achieving each objective
<b>Strategies</b>	Initiatives the organization will undertake to realize our goals, objectives, and performance measures

This strategic plan serves as a road map for the Authority in our mission to deliver the nation's first high-speed rail system to the people of California. With a mandate of this kind, our strategic goals are clear: to plan for and manage this major public works project effectively and to manage our organization in a manner that successfully supports the project.

For each of these goals, we have developed a series of time-bound performance measures—specific and measurable milestones for meeting our goals. We have also identified strategies that articulate how we will achieve these performance measures. As we pursue these strategies over the next three years, we will monitor their impact on performance, report our progress to the Board annually, and adjust our strategies—where necessary—to ensure success.

# Mission, Vision, and Values

## *OUR MISSION*

The mission of the California High-Speed Rail Authority is to plan, design, build, and operate a high-speed train system that provides an efficient, safe, sustainable, and reliable transportation option for the people of California.

## *OUR VISION*

California's high-speed train system improves the quality of life for Californians, provides a model for the nation, and enhances the state's global economic standing.

## *OUR VALUES*

Credibility—offering reliable information and sound expertise.

Integrity—pursuing our mission with the highest personal, professional, and ethical standards.

Transparency—conducting business in an open and public manner.

Collaboration—fostering teamwork within our organization and reaching out for public input and engagement.

Innovation—serving as leaders in our industry and applying new and promising practices for better results.

Efficiency—optimizing resources.

Accountability—being a good steward of the state's assets, delivering on our promises, and upholding the public trust.

## GOAL 1

## Ensure that the Authority's organizational infrastructure fully supports its mission.

### *Objective 1.1 Ensure that the Authority has appropriate staffing levels.*

Performance Measures	Strategies
1.1.1 Before July 2010, complete a succession plan that positions the Authority to preserve its institutional knowledge over time.	<ul style="list-style-type: none"><li>○ Identify key subject matter experts of the organization.</li><li>○ Develop forecasts for turnover in those positions.</li><li>○ Identify skills needed to replace future vacant positions.</li><li>○ Identify internal and external candidates for replacing positions.</li><li>○ Develop professional growth plans for internal replacement of vacating positions.</li><li>○ Develop hiring plans for replacement of vacating positions.</li></ul>
1.1.2 Before July 2011, establish the Authority's optimal organizational structure.	<ul style="list-style-type: none"><li>○ Increase the number of executive staff by five positions.</li><li>○ Complete implementation of the 2009 organizational assessment plan and the staff needed to support the plan.</li><li>○ Re-evaluate the organizational structure's capacity to support the construction phase of the project.</li></ul>
1.1.3 Within six months of a position's authorization or vacancy, take all steps within the Authority's means to fill that position.	<ul style="list-style-type: none"><li>○ Establish and update a library of duty statements and related personnel documents for hiring purposes.</li><li>○ Identify sufficient workspace for new hires.</li></ul>

### *Objective 1.2 Ensure that personnel have sufficient training and guidance to effectively contribute to the Authority's efforts.*

Performance Measures	Strategies
1.2.1 Within the first month of their employment, provide orientation to 100% of new employees and on-site contractors.	<ul style="list-style-type: none"><li>○ Develop new employee orientation.</li><li>○ Develop new on-site contractor orientation.</li><li>○ Assign ongoing administration of orientation program.</li></ul>
1.2.2 Annually, conduct a performance evaluation and complete an individual	<ul style="list-style-type: none"><li>○ Develop schedule for completing performance evaluations and IDPs.</li><li>○ Develop process for monitoring completion of</li></ul>

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Performance Measures	Strategies
development plan (IDP) with 100% of employees.	evaluations and IDPs within scheduled timeframe.
1.2.3 Annually, execute individual training plans with 100% of employees.	<ul style="list-style-type: none"> <li>○ Develop individual training plans with employees using IDPs and performance evaluations.</li> <li>○ Develop and monitor organization-wide training plan from individual training plans and mandatory training requirements.</li> <li>○ Use organization-wide training plan to build annual training budget.</li> <li>○ Monitor and enforce implementation of training plans.</li> </ul>

### *Objective 1.3 Ensure that the Authority has sound internal controls.*

Performance Measures	Strategies
1.3.1 Quarterly, report to the executive management on identification and mitigation of operational risks.	<ul style="list-style-type: none"> <li>○ Identify the operational areas subject to risk.</li> <li>○ Investigate operational areas to identify potential risks and assign responsibility to manage them.</li> <li>○ Develop strategies to avoid or mitigate risks.</li> <li>○ Monitor implementation of mitigation strategies.</li> <li>○ Develop and communicate report of risk assessment and mitigation.</li> </ul>
1.3.2 Biennially, produce a Financial Integrity and State Managers' Accountability (FISMA) report that accurately reflects the internal control environment and contains strategies for risk mitigation.	<ul style="list-style-type: none"> <li>○ Prioritize identified risk areas.</li> <li>○ Specify risk mitigation plans for high-risk areas.</li> <li>○ Document and distribute report.</li> <li>○ Monitor implementation of mitigation plans.</li> </ul>
1.3.3 Annually, review 100% of the Authority's organizational policies and procedures for needed revisions and update accordingly.	<ul style="list-style-type: none"> <li>○ Identify operational areas for policies and procedures.</li> <li>○ Develop policies and procedures.</li> <li>○ Communicate new policies and procedures.</li> <li>○ Place policies and procedures in central e-location for viewing.</li> <li>○ Establish a process for annual review and update.</li> </ul>



## GOAL 1

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*Objective 1.4 Ensure that information is managed in a manner that supports efficient operations.*

Performance Measures	Strategies
1.4.1 Before July 2010, evaluate current information management standards and protocols and implement improvements.	<ul style="list-style-type: none"><li>○ Evaluate current standards and information management system and make recommendations to the executive director regarding improvements.</li><li>○ Establish protocols for access rights to documents in database.</li><li>○ Establish procedures for saving documents on shared drives, including adherence to standard naming conventions.</li><li>○ Develop and implement a information technology support plan.</li></ul>
1.4.2 By June 2010, implement an internal communications plan and evaluate its effectiveness annually.	<ul style="list-style-type: none"><li>○ Establish formal forums and mechanisms for effective communication among staff.</li><li>○ Examine and formalize chains of communication between the Authority and contractors.</li><li>○ Develop additional means of communication between staff and the board.</li><li>○ Develop and document internal communication strategies in plan.</li></ul>

## GOAL 2

## Advance California's high-speed rail system through effective planning and construction.

### *Objective 2.1 Complete a successful environmental review process.*

Performance Measure	Strategies
2.1.1 By October 2012, complete the environmental review process for all Phase 1 sections of the train system.	<ul style="list-style-type: none"><li>○ File the final notices of determination (NOD) and records of decision (ROD) for each Phase 1 section by the deadlines set in the current business plan.</li><li>○ Identify and commence environmental mitigation measures.</li></ul>

### *Objective 2.2 Effectively advance right-of-way acquisition.*

Performance Measure	Strategies
2.2.1 By June 2010, obtain board approval and begin implementation of a right-of-way plan.	<ul style="list-style-type: none"><li>○ Assess current right-of-way activities.</li><li>○ Identify feasible alternatives for right-of-way infrastructure and activities.</li><li>○ Develop a right-of-way plan that reflects optimal approach to right-of-way activities.</li><li>○ Present right-of-way plan to the board for approval.</li></ul>
2.2.2 By September 2010, establish a right-of-way organizational infrastructure.	<ul style="list-style-type: none"><li>○ Establish an office for right-of-way activities.</li><li>○ Hire staff for right-of-way activities.</li><li>○ Establish legal support for the effort.</li></ul>
2.2.3 By December 2010, establish formal processes for right-of-way activities.	<ul style="list-style-type: none"><li>○ Develop right-of-way policies.</li><li>○ Establish standard operating procedures and tools.</li><li>○ Establish and define relationships with other state agencies and contractors.</li></ul>

### *Objective 2.3 Initiate project implementation by producing timely and complete procurement documents.*

Performance Measures	Strategies
2.3.1 By September 2011, complete development of procurement documents for sections of the system that are funded by the federal stimulus package.	<ul style="list-style-type: none"><li>○ Maintain a current project master schedule.</li><li>○ Develop legal and commercial provisions for bid documents.</li><li>○ Commence right-of-way acquisition process.</li><li>○ Obtain Federal Railroad Administration (FRA) approval of rule of particular applicability and California Public Utilities Commission power</li></ul>
2.3.2 Between December 2011 and	



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<p>October 2012, complete development of procurement documents for all non-stimulus-funded sections of Phase 1.</p> <p>2.3.3 By December 2011, make procurement documents available for core systems and operations and maintenance.</p>	<p>waiver.</p> <ul style="list-style-type: none"> <li>○ Secure cooperative agreements with agencies and communities.</li> <li>○ Obtain all necessary environmental permits.</li> <li>○ Implement insurance strategy's provisions.</li> <li>○ Complete the technical specifications and 30 percent design for bid documents.</li> <li>○ Incorporate the most current ridership and revenue forecasts.</li> </ul>
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*Objective 2.4 Enable the start of construction of Phase 1 sections by awarding competitively bid contracts to firms with proposals that offer best value to the state.*

Performance Measures	Strategies
<p>2.4.1 Within 15 months after relevant NOD/ROD dates, award the last of the contracts for sections of the system related to federal stimulus funding.</p>	<ul style="list-style-type: none"> <li>○ Issue requests for qualifications.</li> <li>○ Conduct industry review of draft requests for proposals (RFP).</li> <li>○ Obtain agreements for implementing independent utility for stimulus sections.</li> <li>○ Issue the RFPs.</li> </ul>
<p>2.4.2 Within 15 months after relevant NOD/ROD dates, award the last of the contracts for Phase 1 sections of the systems not funded by the stimulus package.</p>	<ul style="list-style-type: none"> <li>○ Receive and evaluate proposals.</li> <li>○ Select best value proposal and negotiate terms.</li> <li>○ Obtain board authorization to award contract.</li> </ul>
<p>2.4.3 Within 18 months after related procurement documents are made available, award a contract for core systems and operations and maintenance.</p>	

*Objective 2.5 Secure needed resources to fund the rail project.*

Performance Measures	Strategies
<p>2.5.1 By September 2012, obligate all funds received in accordance with American</p>	<ul style="list-style-type: none"> <li>○ Determine the allocation of stimulus funds.</li> <li>○ Execute Letter Of Intent with FRA.</li> <li>○ Execute the Cooperative Grant Agreement.</li> </ul>

## GOAL 2 Advance California's high-speed rail system through effective planning and construction.

Performance Measures	Strategies
Recovery and Reinvestment Act.	
2.5.2 By December 2012, commit funding for core systems and operations and maintenance, including federal, local, and private monies.	<ul style="list-style-type: none"> <li>○ Secure federal funds.</li> <li>○ Receive appropriation of bond proceeds.</li> <li>○ Secure local funding commitments.</li> <li>○ Secure private financing commitments.</li> </ul>
2.5.3 Annually, ensure that the Authority is authorized through the State Budget Act to receive needed appropriations.	<ul style="list-style-type: none"> <li>○ Determine scope and section of the capital costs to be in the appropriation request.</li> <li>○ Meet deadlines for submitting budget change proposals to the Department of Finance.</li> <li>○ Prepare and submit funding plans per Assembly Bill 3034, Section 270408.</li> </ul>

### *Objective 2.6 Ensure that the public and public agencies are sufficiently informed of and engaged in the project.*

Performance Measures	Strategies
2.6.1 Continue to ensure that 100% of the Authority's contractors are meeting their obligation to effectively conduct public outreach.	<ul style="list-style-type: none"> <li>○ Include public outreach requirements in the Authority's procurement documents.</li> <li>○ Develop and execute an internal protocol for contractors to follow—from press relations to interaction with community groups.</li> <li>○ Follow up with communities regarding contractor's public outreach efforts.</li> </ul>
2.6.2 Ensure that 100% of regional partner entities agree that the Authority has provided their constituents with sufficient access to project information by the time their localities' environmental impact report is complete.	<ul style="list-style-type: none"> <li>○ Formalize coordination between Authority's local outreach teams and entities' outreach staff.</li> <li>○ Hold additional public engagement events.</li> </ul>
2.6.3 By May 2010, ensure that key public meeting documents are posted on the Authority's web site within two business days.	<ul style="list-style-type: none"> <li>○ Establish a system and protocol for posting meeting documents.</li> </ul>
2.6.4 By June 2010, increase to	<ul style="list-style-type: none"> <li>○ Hire an information officer to support the Deputy</li> </ul>

## GOAL 2

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Performance Measures	Strategies
weekly the updates provided from the Executive Director to the Board and the public regarding key project events.	Executive Director for Communications, Policy and Public Outreach.
2.6.5 By June 2013, increase by at least 10 percent the percentage of Californians that feel adequately informed about the rail project or feel they have adequate access to that information.	<ul style="list-style-type: none"> <li>○ Establish the baseline percentage for this performance measure and, if necessary, modify the target accordingly.</li> <li>○ Improve the quality of the Authority's web site, by making it more user-friendly and regionalized.</li> <li>○ Refine and improve the Authority's business plan that is submitted to the Legislature biennially.</li> <li>○ Conduct public engagement events.</li> </ul>

### *Objective 2.7 Accurately develop and refine ridership and revenue forecasts of the high-speed train system.*

Performance Measure	Strategy
2.7.1 By June 2010, commence a work plan that will ultimately provide for a continuous process of developing refined ridership and revenue forecasts.	<ul style="list-style-type: none"> <li>○ Examine and revise the current forecasting model.</li> <li>○ Run repeated and refined forecasts with the improved model and data.</li> <li>○ Utilize additional independent peer reviews to critique and validate the forecasts.</li> </ul>

### *Objective 2.8 Effectively manage risks associated with the high-speed train project.*

Performance Measure	Strategies
2.8.1 By October 2010, complete and implement an updated risk management plan for the program.	<ul style="list-style-type: none"> <li>○ Establish the risk management process, including risk identification, risk analysis, and development of risk response.</li> <li>○ Update the risk management plan that identifies tactics to address risks such as those that are safety, technical, financial, political, regulatory, and legal in nature.</li> <li>○ Complete an insurance strategy.</li> <li>○ Execute and monitor the risk management plan.</li> </ul>

